



INTERNEWS

Independent Television in Palestine

**Final Report for Project
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I. BACKGROUND AND SUMMARY

The Independent Television in Palestine Project, funded by the John D. and Catherine T. MacArthur Foundation, the Joyce Mertz-Gilmore Foundation, the Open Society Institute, the Raquel Newman Trust and U.S. Agency for International Development, began in September 1997 and was completed September 30, 1998. During this period, Internews worked with the 27 independent Palestinian television stations in the West Bank, providing training in television station management, news production and journalism. After a year of work, Internews has become an "address" for Palestinian television journalists as a source for training and support in their professional development.

The Palestinian Authority, since the signing of the Oslo agreement, has begun to establish a state infrastructure. Ministries and a legislative body exist, but media law and, particularly broadcast media law, have not yet been addressed through formal legislation. Originally, licensing of television stations rested in the Ministry of Information. However, as internal politics have emerged, the Ministry of Interior is vying for the responsibility of overseeing television stations, and it is not clear at this time how this issue will be resolved. In the meantime, the absence of any broadcast law leaves the existing stations vulnerable, and arbitrary closures of stations by the Authority have generated an environment of self-censorship. In the midst of this uncertainty, the training by Internews throughout the year has resulted in visible professional growth.

The following is a summary of this year's activities, followed by a detailed listing of the program accomplishments.

News Exchange: With the support provided under the initial grant, nine West Bank stations joined together to contribute to and broadcast a bimonthly newsmagazine. Given that most stations produce news irregularly and have highly informal programming schedules, the fact that several stations regularly submitted pieces and aired the program on a common schedule of every other Friday was a major step towards professionalism and cooperation. Participating stations each sent two staff members to attend twice-monthly critique and training sessions, creating the beginning of a journalistic community focused on news production and public information programming.

Management and Journalism Training: A combination of seminars and on-site residencies exposed West Bank stations to the need for greater responsibility in broadcasting and business management and brought them together around issues that affect their survival. By bringing in television professionals from the West, the Arab-speaking world, and the immediate area (where most experienced TV personnel tend to work in Western agencies rather than local stations), Internews introduced Palestinian independent broadcasters to a world of skills that was previously unavailable to them. Internews trained a total of 142 Palestinian media professionals over the project year, many of whom participated in more than one training.

Station Surveys: In the course of its work with stations, Internews collected information about West Bank broadcasters. This information, including program schedules, equipment use and advertising rates, provided a baseline for evaluation and is the foundation for future work.

II. PROGRAM ACCOMPLISHMENTS

Activities included two primary components designed for the independent television stations in the West Bank: the News Exchange and a variety of trainings in the areas of management and television production.

A. TRAINING

West Bank Venue for Workshops--The mobile training unit

The journalism workshops were held in three different locations in the West Bank. Internews Middle East staff members traveled throughout the region with equipment, taking into account financial and political realities that inhibit movement there. By travelling, the trainers made access to the workshops easier for journalists and were able to keep the total number of trainees in any one workshop reasonable. Also, as much of the workshop involved practical exercises, the participants were able to shoot in their own environment. The mobile training unit also overcame a problem raised by managers during the first management seminar regarding staff leaving the stations for extended periods of time.

1. Journalism Production Seminars, Workshops and Residencies

a. News Production Seminars (introductory)

Date: February and March, 1998

Length: Three 12-day seminars

Location: Three different areas of the West Bank

Attendees: 53 participants from the following 20 stations: Watan TV (Ramallah), Al Quds TV (Al Berieh), Nablus TV, Gama TV, Qasser Al Neel TV, Sanabel TV, Pace TV, Al Jalaa TV, Afaq TV, Atlas TV (Nablus), Salfeet TV (Salfeet), Farah TV (Jenin), Qalqilya TV, Bilad TV (Qalqilya), Baladna TV, Al Sallam TV, (Tolkarem), Al Ru'a TV, Al Mahd TV (Bethlehem), Al Mustaqbal TV, Al Majd TV (Hebron).

The workshops were led by:

Aref Hijawi - BBC London Reporter, guest lecturer at the communication center, Birzeit University, 97-99. (Led sessions for the reporters in two workshops)

Josef Humedi - Dubai and Abu-Dabi TV Reporter, and head of the news department, Palestinian Radio Station (led session for reporters in one workshop)

Khalil Mari - BBC Cameraman (led training for camera people in all three workshops)

Nidal Abu Diab – Editor, Dubai TV and WTN World Wide Television News

George Khleifi – Director/Producer, News Exchange manager at the Institute for Modern Media, Al Quds University

Topics covered in the workshops included the story concept, ethics of journalism, objectivity in reporting, camera techniques, editing and reporting, and interview training.

To prepare participants for the News-Exchange component of the project, the seminars taught journalists a broader concept of a news story and developed the trainees' technical skills. The curriculum was designed after evaluating the journalists' skills by reviewing prior news production videos (submitted by each station in advance of the workshops) and visiting selected stations. Internews discovered that in addition to the stations' erratic levels of technical quality, a larger issue was how to create a news story. A tangential goal was to support the emerging individual character of each station.

The group sessions addressed theory and practice of television journalism, local news, and technical production. The small group sessions organized participants by reporting, camera, and editing. Each trainer worked with his specific group, allowing for individual attention. As a final project, groups of three to four individuals produced a complete news story. These tapes were screened and used as a basis for critique, review and evaluation.

Criteria for Participation

Following Internews' analysis of issues raised during the first management seminar, and with the aim of preparing participants for the News Exchange, criteria were defined for participation in all future Internews training activities. Each station was asked to send three representatives to future seminars: a reporter, camera-person and editor who would be responsible for the news department in the station. Stations were asked to dedicate this news team toward producing news on daily basis.

As a result of this intensive training, participants experienced what it was like to work in a professional newsroom. The trust gained from daily interaction with professional journalists allowed trainees to identify their capacities, weakness and needs. Additional results:

- Journalists from the independent television stations welcomed the opportunity for training and identified Internews as a source for continued professional development.
- The assembling of journalists from the various stations, especially stations located in the same city, clarified the meaning of competition. On the other hand, working together began to erode the walls that competition can foster, leading to discussions of future possibilities for collaboration.

- Through meetings arranged as part of the "interview" training session for reporters with members of the Palestinian Authority, the PA was exposed first-hand to the local independent media.
- Exposure to public representatives reinforced the concept of original sources for reporters, rather than the use of secondhand information for content in news stories.
- Previously unrecognized talent showed itself among individuals.
- Contacts with Birzeit University were established.
- Ongoing contact from stations requesting information and daily support was created.

Lessons Learned:

There is a group of serious Palestinian television journalists who are motivated and committed to further professional development.

Stations' organizational structure and leadership impact the ability of journalists to grow, and therefore must be a priority in future training.

The limits imposed by the political situation on journalists restrict options for their professional growth.

Trainees need continued exposure to new technologies and equipment to maintain their commitment to professional development.

The seminars revealed a gap between the abilities of individual journalists and the conditions in which they work. This presents a challenge for Internews—to provide conditions for these professionals to have access to equipment and broadcast time to realize their talent and contribute to the establishment of an independent voice.

There is a tremendous need for more training, based on the needs of individual stations.

b. Camera Operators' and Reporters' Workshop

The workshop took place May 5-June 5, 1998, over 8 days (two days per week over four weeks), involved nine participants from the nine stations participating in the News Exchange, and was led by Quaseem Abed, a British documentary director of Iraqi origin.

Workshop topics included camera techniques and news production, objective reporting, interviewing methods, and story research.

To provide individual attention to trainees, the camera people and reporters worked in separate groups and came together for the last two days to apply theory to practice. Lighting and integrated sound were given special attention, and the relationship between what a cameraperson shoots and how a reporter uses the images was examined.

Results of the reporters' training included:

- Noticeable improvements in the way reports are built.

- A marked improvement in story selection. Story choice moved away from conferences and official meetings to local issues affecting citizens' lives.

Results of camera training included:

- A much greater sense of the use of light and sound in strengthening the power of a story.
- A greater acceptance of the importance of the tripod in filming most events.
- Consistently steadier camera movement from extensive practice using the shoulder.

c. Editors' Workshop

The workshop took place May 24-June 5, 1998, over two weeks (four days a week), involved 12 participants from nine news exchange stations, and was led by Qais Zobeidi, filmmaker and editor from Germany.

The workshop examined the importance of editing in determining exactly what is ultimately communicated. Each participant contributed a piece of his/her own editing work. Zobeidi and participants analyzed their films and discussed the editor's role in defining tone and content, and length of shots and juxtaposition. The AVID training period was exciting, as none of the participants had ever worked with digital editing, and each had an hour of individual work on the AVID.

The trainees gained a more precise sense of what makes an image and how to use the editing process to combine images to communicate a message. They grasped that only images that have a precise place should go into a story, and they learned first-hand about the need to plan before editing.

d. Anchors' Workshop

This workshop took place June 28-30, 1998, and involved 13 participants from the nine news exchange stations, and was led by Paul Hijazin of Jordan Television.

The workshop covered news presentation, general studio programs presentation, and talk shows. Participants had to hold at least a high school diploma, and be an anchor at a station participating in the News Exchange.

Participants showed significant improvement in understanding the importance of demeanor and dress and the need for eye contact with the camera. Anchors from Nablus TV and from Al Moustaqbal reported that viewers responded positively to changes in their presentation.

e. Advertising Production Workshop

This workshop took place September 13-17, 1998, included nine participants from the nine news exchange stations, each responsible for the design and production of

advertisements broadcast from their stations. Issam Hussenin, advertising director from Jordan, and Imad Salsa, a Jordanian musician, led the workshop.

To qualify for the workshop, participants were required to:

- Submit three samples of advertisements.
- Submit three model advertisements seen on international stations.
- Present an idea for an advertisement that could be filmed during the workshop.
- Submit a logo and any other material to be created, filmed and edited during the workshop.

The workshop addressed the following:

- Client contact.
- Identification of target group.
- Design and story board.
- Producing and filming an ad.
- Sound track and music.
- A final group project filming a 60-second ad about a local hotel.

Results included:

- A new understanding of the importance of planning and story board writing before filming an ad.
- Shortcuts to save time and therefore costs.
- Distinguishing ads using original music and creative use of sound.

f. Camera and Editing Residencies

Camera and Editing for News Exchange Participants took place May-June 1998 and involved 28 days of technical news production residencies. Two on-site residencies were offered to each of the seven participating stations. Each station received four days (two days camera, two days editing) of on-site training.

Trainers: Khalil Mari, a BBC cameraman, and Nidal Abu Diab, a WTN Editor.

The residency was designed to address the following:

- Training the same camera and editing trainees that participated in the "TV Journalism seminar".
- Improving the trainees' skills for use in their daily work.

These trainers had conducted the three earlier "TV Journalism Seminars" attended by these stations' staff. By using the same trainers, Internews built upon the already professional relationship between the trainers and their trainees. Trainers were also able to follow the trainees' development and progress, ensuring that the knowledge gained

from the earlier, more general training was being applied within the context of each station's unique situation and daily reality. Trainers also evaluated news production, assessed the state of equipment, and consulted on technical problems as needed.

The participating stations were:

- Al Watan TV – Ramallah
- Al Mahd TV – Bethlehem
- Al Mustaqbal TV – Hebron
- Baladna TV – Qalqilya
- Farah TV – Jenin
- Nablus TV – Nablus
- Gama TV – Nablus

(Shepard's, Bethlehem, was closed and Al Quds did not participate)

The trainers worked with the news teams at each station to produce short news reports. However, the trainers recognized early on that assumptions they had made about the stations' conditions, based on their experience with individual station staff in the seminars, were misleading. The skill level achieved in the trainings was often being lost, as staff members were not being given the opportunity to apply their new skills. At some stations, however, particularly where management and organizational structures were better defined, the trainers found technical staff well used and their skills being transferred to other staff not trained in the Internews seminars.

Comments and recommendations of the trainers:

- Station staff and managers responded with good energy, and a clear desire to learn.
- The strongest stations were Nablus TV, Al Watan TV and Gama TV stations, where managers are more organized and in control, thereby motivating the staff. Farah TV, Baladna TV, and Al Mahd TV's performance and follow-up were not as strong. Each station is having problems with their organizational structure and policies. The manager at Al Mustaqbal TV in Hebron is strong and ambitious. The station itself is well organized, but staff is limited in size and experience.
- In the areas of creativity, productivity and discipline, the stations seem to fall along the same lines described above.
- We discovered that only four stations (Watan, Gama, Nablus, and Baladna) were producing local news on a regular basis. The others are continuing to rely on pirated Arabic news from satellite stations for daily news.
- Our expectations, based on the previous seminars, were higher than the conditions that we encountered at the stations. We had drawn conclusions from the performance of the individual trainees, and did not yet know the station environment's impact upon the application of their abilities.
- The mismanagement in some stations is blocking chances for their staff to develop.

- Half of the staff members trained by Internews have not been given the chance to implement their new skills. The editors in particular have not been assigned responsibilities in the areas in which they were trained. Other staff personnel are being given assignments for which they have not been trained. Often the managers themselves are taking responsibility for editing and other production functions.
- 50% of Internews-trained editors either do not work in the editing field or are given additional, more time-consuming responsibilities. All camerapersons who were trained by Internews are working as camerapersons, but 60% of them still have additional responsibilities.
- 20% (2/7) of the managers work as editors. They acknowledge the deficiency of their technical expertise, but attribute it to limited fiscal resources.
- Editors are willing to allow mistakes in their managers' work rather than confront them.
- About 85% (6/7) of the managers defend their work procedures because of an absence of audience complaints which they interpret as approval.
- Due to lack of financial resources, equipment is in poor condition. The cameraperson /editor's productivity and creativity are compromised, which has limited their ability to produce pieces for the News Exchange with regularity.
- There is no doubt that the stronger relationship between station staff and Internews has resulted from the trainings in general and the on-site residencies in particular. The stations are appreciative and excited by the support they are receiving, and feel that there is a growing appreciation of the obstacles confronting them.

Recommendations:

- To focus on management training, seminars and on-site residencies.
- To supervise equipment maintenance, and help stations select the most appropriate equipment with any funds that might be available.
- To focus on sound equipment. Its absence is creating a serious discontinuity in the staffs' ability to apply what they are learning about news production.
- To train and encourage stations to adopt a more professional atmosphere.
- To conduct yearly ratings and audience surveys.
- To conduct more journalism training in other than just straight local news formats. Perhaps consideration should be given to the "one-man team method", where a cameraperson functions also as a reporter to address the shortage of staff and skills.
- To continue providing any financial support possible, including equipment, or to provide central production facilities with appropriate equipment for training and use by station staff.

2. Management Seminars, Workshops and Residencies

a. Owner/Manager Seminar: Television Station Management I

Date: November, 1997

Length: 4 days

Attendees: 28 management/administrative personnel from the following 21 stations:

Satan TV (Ramallah), Al Quds educational TV, Al Nasser TV (Al Beireh), Al Ru'a TV and Al from Mahd TV (Bethlehem), Al Amal TV, Al Mustaqbal TV and Al Majd TV (Hebron), Farah TV and Jenin Central TV (Jenin), Qalqilya TV (Qalqilya), Nablus TV, Gama TV, Pace TV, Afaq TV, Assia TV, Qaser Al Neel TV, Atlas TV (Nablus), New Dawn TV, Bilad TV, Baladna TV (Tolkarem).

Seminar Content

- The importance of the role of local television
- Organizational structure and management of a TV station
- Management roles, policies and personnel management
- Programming, scheduling, sponsors, and competition
- Advertising and marketing
- The roles of sales agencies in increasing revenues

The seminar was led by Meg Gaydosik, a former station manager in Alaska and training consultant for Internews in the former Soviet Union and the Balkans. The following consultants also led sessions:

- SKY advertising and marketing representatives provided a three-hour lecture on the role of advertising agencies and their policies.
- Mr. Jameel Rabah, a specialist in surveys and public polls with the Jerusalem Media and Communications center, gave a two-hour lecture on ratings and audience surveys, and methods for gathering statistics and for approaching audiences.
- Mr. Jake Witschaffer, Deputy Bureau Chief of ABC News Network in Jerusalem, discussed local news and information programming, the structure of a news department, journalistic ethics, and governmental and non-governmental news reports.
- Mr. Wassem Abd Alla, technology specialist, led a two-hour session on television and new technology, equipment, studio building and transmission technology.

Results

Twenty-eight manager/owners were exposed to the relationship of good management to the success of a station and to developing a dependable, professional staff. In addition, the seminar catalyzed a regular meeting of independent West Bank stations with Internews acting as a resource for professional development. Additional results included:

- A database of independent Palestinian broadcasters.
- An awareness of the need to identify the relationship between good management and station success by increasing knowledge and skills in this area.
- An interest in further learning as shown by stations which requested on-site visits by some of the trainers.
- A positive change of station managers' conception of what constitutes "commercial" as a result of the SKY advertising presentation.

Through an Internews questionnaire, stations identified their perceived needs for further training and identified the following:

19 out of 23 TV stations: editing
 18/23: directing
 15/23: news production
 14/23: camera work
 13/23: marketing
 11/23: computer design
 10/23: producing programs and talk shows focusing on social issues
 9/23: training executive managers
 7/23: TV planning and policies
 5/23: management
 3/23: studio design & lighting

Lessons Learned:

- As seen above in the training priorities, the managers at the time of this first seminar did not grasp the full significance of the management and organizational structure in developing a viable television station. Internews has experienced through the other trainings this year, the tremendous impact that management issues have on the total effectiveness of the television stations, and clearly sees a need for continued, intensive training in this area.
- Even managers understand the imperative need for technical training including programming, directing, technical aspects of production and marketing.
- The concept of management being important was at least grasped by some as indicated by those responding to the categories of training executive managers, TV planning and policies and management.
- Arabic-speaking trainers seem to be important for group trainings, but international expertise should be the main consideration for on-site visits: 50% of the stations requested on-site visits by Jake Wirtshafter, who does not speak Arabic. Internews

will consider this in its design and identification of trainers as the program moves into another two years.

b. Owner/Manager Seminar: Television Station Management II

Date: September 7-10, 1998

Length: 4 days

Attendees: 24 management/administrative personnel from the following 14 stations: Watan TV (Ramallah), Al Quds educational TV (Al Beireh), Al Ru'a TV (Bethlehem), Nablus TV, Gama TV, Pace TV, Atalas TV, Sanabel TV, Qasser Al Neel TV (Nablus), al Mustaqbal TV, Al Majd TV (Hebron), Qalqilya TV, Bilad TV (Qalqilya), Farah TV (Jenin).

The managers were divided into two groups, each attending for two days, to address managers' schedules and needs.

Seminar Content

- Brainstorming to identify industry and environmental roadblocks facing private televisions in Palestine, and problems specific to individual stations.
- An in-depth exploration of "leadership" using a film, "Leadership Styles and Cases for Group Interaction."
- Exploration of the relationship of strategic management and leadership to communication within an organization and local TV organizational and financial structure.
- Recommendations and follow-up.

The seminar was designed and led by Dr. Shehab Amawi, co-founder and chairman of the School for Business at Birzeit University. Dr. Shehab has edited two manuals for Internews: "Creative Television Management," and "Advanced Television Management." These manuals and additional materials about the local political, social and economic environment and the private television stations within it formed the "textbook" for the seminar.

The seminar was a culminating activity of this year's program, and an opportunity to convey the critical role of management in developing television stations. The seminar increased the participants' commitment to developing their professional skills and their stations' capacities. In addition, participants left with a sense of being partners with rather than just "recipients" of training from Internews. The brainstorming also provided detailed information to update station profiles which will help Internews identify needs for future training programs. Finally, the managers recognized external roadblocks and produced a set of recommendations to actively address these.

Roadblocks

- Threats/opportunities of external environmental forces.

- The legal environment--what role should the industry play in influencing the creation of a new media broadcast law? What is the effectiveness of the current Palestinian Union for Broadcasters?
- Market conditions and competition strategies.
- The need for training specific to production, advertising, sales pricing and project management.
- Human resource planning-the need to engage in a strategic assessment.

Recommendations:

- That stations improve overall television production quality as well as strengthen their financial and organizational structures to have credibility when influencing media law. An executive manager from Nablus area said: "...obviously having 28 stations in the West Bank indicates the existence of democracy which gives pride to the Authorities in front of the world, but the time will come when they won't need us anymore (if we do not develop professionally.) We have to be strong in order to influence the creation of a law."
- That stations be active in reforming the Palestinian Union for Broadcasters. (A letter has since been written by all the managers and sent to the Union.)
- That Internews Middle East and Dr. Shehab help support the stations' efforts to organize and create a unified local voice.
- In addition to areas normally associated with "management" (finance, advertising, advertising sales and marketing), that Internews train managers in technical production to enable them to more effectively supervise production staff.
- That Internews set up a production facility to provide stations with access to equipment and services. Such a center would lead to collaboration and foster a higher level of production quality that most stations are not financially able to create.
- That Internews provide a method for retrieving audience information to allow stations to assess the capacity of their advertising to bring in revenues.
- That Internews design future training to target owner/managers in finance, production departments, advertising, and sales.

Lessons Learned:

- Stations appreciate and welcome Internews' activities. There is a need, acknowledged by the stations themselves, for continued training in television production and management.
- Internews has a role to play in providing assistance to stations to pursue influencing the creation of new media law.
- The management training had an impact on station managers' attitudes that resulted in a clearly articulated request for more management training. (In the first management training, participants expressed discomfort about the "high level"

information, while the very sophisticated content of the second seminar was welcomed, thus demonstrating growth over the year.)

- Managers need training that exposes them to technical production to better supervise technical staff.
- The success of the manuals designed by Dr. Shehab demonstrated the need to adapt training manuals to local conditions.
- Brainstorming provided detailed information to update Internews' station profiles. This new information will help Internews identify staff and station needs to develop extended trainings.

c. TV Station Management Residencies

Over the course of the year, twenty-seven TV stations received one-day on-site management consultation by Mr. Elias Zananiri, former NBC news producer and news director.

The consultation involved:

- In-depth meetings with manager/owner.
- Tours of the stations.
- Meetings with staff.
- Assessments of current equipment and the production environment.

The management on-site residency achieved the following results:

- Assessed first-hand the environment in each and the role of the Manager/Owner.
- Confirmed a greater awareness by station staff, as a result of participation in Internews trainings, of the inter-relatedness of all aspects of television production from management issues to equipment care, to the relationship between station management style and the ability to produce regular, original news programming.
- Updated earlier information gathered regarding the stations' technical, programming, staffing and managerial environment.
- For stations not participating in the news exchange, the residency provided them the opportunity to reconnect with Internews' ongoing training program where they could recognize Internews as a source for continued support.
- Helped prepare for the second "Management Seminar," the final activity for this year's program. Spending time at each station with each manager allowed Mr. Zananiri to identify the organizational issues impeding station development and inhibiting technical staff from applying newly acquired skills. His observations were shared with the trainer of the September seminar, resulting in seminar content that specifically addressed these problems.

3. Translation and Distribution of Training Manuals

Manuals and Handouts:

"Professional Field Guide for Television Reporting," Miami University, School of Communication, translated by Internews Middle East in 1997. The manual teaches teamwork among reporters, camerapersons and editors. The manual was particularly useful as staff members at many stations are assigned to perform more than one role in the production process.

"Creative Television Management" and "Advanced Television Management" were translated into Arabic by Dr. Shehab Amawi and used as the basic text for the second management seminar. These manuals, original Internews guides developed for the program in Russia, were well received by the owner/managers, and Dr. Shehab's ability to "localize" them greatly enhanced their usefulness.

B. NEWS EXCHANGE

The production of the News Exchange was subgranted to the Institute of Modern Media. During the period of April-September 1998, a total of 12 magazines were produced and broadcast, at the rate of two per month for six months. Each magazine is between 30-40 minutes long, with individual stories averaging five minutes. Participating stations broadcast the News Exchange two Fridays a month. Nine stations have been contributing stories to the bimonthly magazines and sending one or two staff members to attend bimonthly critique and training sessions. The participating stations were:

- Nablus TV- Nablus
- Shepherd's TV- Bethlehem
- Mahd TV- Bethlehem
- Farah TV- Jenin
- Watan TV- Ramallah
- Al Quds Educational TV- Al Bireh
- Baladna TV- Qalqilya
- Mustaqbal TV- Hebron
- Gama TV- Nablus.

Stations invited to participate in the News Exchange were required to have:

- A regular news or current affairs program.
- A news team committed to the news exchange project.
- A commitment to regularly broadcast the news exchange magazine at an agreed upon time.
- A commitment to allow the news team to attend bimonthly news exchange training and story critique sessions.

- Willingness to create a mechanism for viewer feedback.

Purpose

The purpose of the News Exchange is to support the independent stations in producing higher quality local news coverage with the intent to increase the dissemination of news and information on issues of public interest and policy in the West Bank. In addition, the news exchange project hoped to:

- further knowledge among the stations of each others' organizational operation, programming focus and issues;
- encourage shared programming;
- provide a vehicle for West Bank citizens to learn about life in areas outside their own city; and
- provide hands-on training in local television news production.

Internews defines local TV news stories as coverage of events directly affecting people in the local broadcast area.

1. Method

The individual stations themselves chose their own stories for each News Exchange magazine. On occasion the stations agreed in advance to contribute reports on the same theme, for example refugee issues, timed to coincide with Israel's 50th anniversary. The Institute of Modern Media determined whether or not to broadcast the submitted story based upon the following criteria included in the original News Exchange work plan:

- Neutrality and the presence of several points of view by people themselves.
- Facts rather than rhetoric and generalities.
- Originality in both theme and people interviewed;
- Local nature of stories and inclusion of details related to the common person.
- Inclusion of education and health issues.
- Interviewing local members of the Palestinian council.
- Appropriate use of background information.

When stories were not considered ready, the Institute sent them back for further work and they were aired at a later date. Regardless of acceptance or rejection, Internews provided the station a detailed critique of each piece covering informational and technical issues.

The following represents the number of pieces broadcast by each station in the course of 12 magazines:

Farah	8 out of 12
Nablus TV	11 out of 12
Gamma	8 out of 12
Al Watan	10 out of 12

Al Quds	4 out of 12
Al Mahd	8 out of 12
Shepherd's	10 out of 12
Al Mostaqbal	11 out of 12
Baladna	8 out of 12

The following topics are examples of those covered in the magazine stories over the six month News Exchange:

- local city infrastructure issues
- health and education issues, including higher education
- early childhood programs
- limited hospital services
- issues concerning tradition and changing times such as the cost of marriage and marriage at a young age
- agricultural and water issues as they affect local communities
- conflict between Palestinians and Israeli settlers in Hebron as well as water pollution resulting from a settlement near Qalqilya
- economic issues such as production of local Palestinian products and consumer attitudes toward them
- the impact of the political situation on the daily economic life in the West Bank, unemployment in Qalqilya
- Palestinian investors celebrating new projects in Nablus
- refugee issues as experienced in camps as well as in political arenas

Bimonthly Training/Critique Sessions

Twice a month the teams participating from each of the nine stations met to assess the magazine and their individual stories. After each story was submitted, the Institute staff wrote a critique. These critiques were given to the stations and used as a basis for discussion in the succeeding session. The written critiques covered story content and quality as well as the following technical indicators:

- Stability of picture and camera movement
- Framing of images
- Sound quality
- Effective use of natural sound
- Sound quality of interviews
- Compatibility of audio and video
- Use of repeated images
- Variety of images and locations

- Editing, sequence and blend

Attendance at the bimonthly sessions was very regular. Each station sent a reporter usually accompanied by a cameraperson. All stations attended at least nine of the ten sessions.

News Exchange Station Assessment

Nablus TV proved to be one of the two strongest among the stations participating in the News Exchange. It has developed a solid business mindset where decisions regarding resource management are arrived at consistently. The station has a large staff and is well equipped. Nine of the 14 staff members are full-time, including two camera people, a reporter, an editor, and two administrators, one specializing in marketing, and the other overseeing daily station management.

Al Watan TV in Ramallah stands out as the other strong station. While it grasps the need to run a television station as a business, it is not functioning that way as consistently as Nablus TV. Al Watan is well staffed with 15 full-time employees including a general director, a director of news programs, a cameraman, and a reporter. (The editor is part-time.) The station has good camera and editing equipment. Al Watan has a particularly strong commitment to original public interest programs, which make up 30% of its total broadcast time. Their programming includes daily local news broadcasts and shows featuring political debates, culture and arts, women's issues, and civic issues.

Shepherd's TV, Bethlehem, ranks third in station strength with a staff of 18 including a marketing director, cameraperson, reporter and editor. Their equipment is among the most sophisticated. Shepherd's TV has a daily local news program.

Next in strength is Al Mahd TV with a staff of between eight and ten with a discrete group assigned to cover news. They have a full-time administrator, reporter, editor and cameraman.

Although significantly smaller, Al Mustaqbal TV in Hebron is serious about news production, has a professional approach to journalism, and was the only station to contribute stories to all of the magazines. Their equipment allows them to advance their production.

Farah TV, in Jenin, is small but significant. With limited resources, its professional attitude and commitment to producing local news leaves it strong among those identified as having solid potential.

Baladna TV, in Qalqilya, is also small. The 4-5 person staff is motivated and committed to producing local news and to improving their professional skill base. They are among the most consistent contributors to the News Exchange.

Gama TV, in Nablus, has a full-time editor and cameraman, working with weaker equipment, yet producing strong stories. Some of the editing equipment will be upgraded through the equipment grants. Gama is one of the four stations producing daily local

news programs, and the manager is providing time and delegating more technical responsibility to the staff.

In summary, there are varying levels of human resources, leadership, and technical ability among the stations participating in the News Exchange. The absence of an understanding of television as a business, of a commitment to professionalism, as well as serious equipment needs continue to inhibit the development of these stations.

2. Results

After six months of the News Exchange:

- The West Bank has a bimonthly local newsmagazine that can be seen by residents in the broadcast areas of participating stations. Based on Palestinian Authority 1997 statistics, 1.6 million people live in the West Bank. Based on individual city statistics, the programming broadcast by the participating stations should be available to over one million viewers.
- Eighteen individual independent television station journalists have been involved on a regular basis in the production of a bimonthly local news magazine and have attended most of the 12 associated critique/training sessions.
- Nine stations have been broadcasting, at the minimum, a bimonthly local newsmagazine.
- The stories progressively demonstrated:
 - A basic understanding of what makes a news story;
 - An emerging awareness of how local TV can serve the general public;
 - A growing appreciation of the importance of images as a vehicle for communicating information; and
 - A heightened consciousness regarding objectivity and the need to show multiple points of views.

Internews has found that the News Exchange has shifted the emphasis in stories from the rhetorical (focussing on the Palestinian Authority and the police) to more relevant issues affecting their viewers' lives. Stations are becoming more comfortable using "other voices" to tell the story, rather than using their own commentators. Reporters are paying more attention to research and information gathering.

Technically, the following improvements have occurred:

- Camera images are steadier.
- Framing has improved.
- Stand-up reporting is shorter, crisper, and avoids redundancies.
- The integration between audio and video has improved.
- Editing is more logical.

3. Lessons Learned

Inconsistent participation: Many stations are short-staffed, with individuals filling multiple roles. If the designated News Exchange journalist is absent or seconded to other duties within his station environment, the magazine is no longer a priority.

Greater experience to draw upon: Television journalists affiliated with the independent stations in the West Bank are young and have limited professional and life experience, and are therefore limited in resources to draw upon. Exposing them to a greater variety of television formats would teach them different ways of using images to communicate information from the voices of people involved. Access to the Internet, a greater variety of television professionals, and resources such as international journals would contribute to building a wider knowledge base.

Technical growth: There continues to be a need for news production training, particularly in editing and camera work.

News content that focuses on local issues needs continued reinforcement and training.

Access to better equipment: Many of the stations remain limited by the quality of their equipment. Equipment grants have improved the technical level of editing and have motivated journalists to develop their skills further.

Viewer feedback: A vehicle for gathering and analyzing consistent feedback from audiences remains a critical need. Stations could greatly benefit from a series of viewer surveys to determine audience interest and demographics. Once surveys were conducted each station would require personalized information along with a clear interpretation of the data.

Station management's impact on staff and programming.

There is a clearly stated need for ongoing technical training to develop reporters' abilities to cover news stories that have a local focus and affect the lives of audiences.

III. CONCLUSIONS

Internews' first year of work with the independent stations on the West Bank has introduced a cohesive framework for the professional development of television journalists. Clearly, for private television station journalists and owner/managers, there is an emerging sense of the potential of their own professional growth. In addition, there is an understanding of the link between the professional capacity of stations and their ability to survive in an economically and politically uncertain environment.

There is also a great need to protect the stations' ability to produce quality local news without the fear of being shut down by the security forces. In the future, Internews hopes to strengthen the collective voice of independent television stations in the West Bank by supporting the Union of Broadcasters as it advocates for fair media laws.

IV. GUIDELINES FOR SUPPORTING PALESTINIAN TELEVISION

Internews has developed a number of conclusions which will guide its future work with broadcast media in Palestine. They include the following:

There is a need for continued in-depth training in station management, production and journalism.

On-site residencies are the most effective venue for bringing together management and technical staff to address problems.

Managers need a better understanding of technical production issues in order to appropriately define the roles of their staff.

Arabic speaking trainers are important for group sessions, while international expertise is most important in hands-on, one-on-one training.

There is a need for stations to develop better networks with local and Israeli leaders to enhance their news stories. Currently, their geographic location and lack of contacts limit local TV journalists. In addition, stations need to cooperate more and collaborate amongst themselves.

Contacts with the local NGO community are invaluable for Palestinian television. The NGO community is a rich source of information on local needs. Just as important, the NGO community is an enormous, potentially powerful source of political support for the development of the media law.

Most television stations lack appropriate equipment and the technological know-how to maintain their current facilities. The stations do not have the resources to hire an on-site technical expert. It would be more cost-effective to have a technical advisor based at a neutral facility in order to train stations in equipment maintenance.

A neutral facility, centrally located, would encourage journalists to meet regularly, share information, create contacts and get "exclusive" interviews from PLC members, Palestinian and Israeli leaders. This facility could house the Union of Broadcasters as well as provide stations access to technologically sound and consistently available equipment of higher quality than available at their stations.

Independent Television in Palestine - Final Financial Report by Internews Network

INCOME

GRANT - USAID 294-G-00-97-00094-00	Grant period: 8/8/97 - 11/30/98	700,000.00
GRANT - OPEN SOCIETY INSTITUTE	Grant period: 5/23/97 - 10/1/98	200,000.00
GRANT - MACARTHUR FOUNDATION	Grant period: 7/1/97 - 6/30/98	50,000.00
GRANT - MERTZ-GILMORE FOUNDATION	Grant period: 11/19/97 - unstated	75,000.00
GRANT - RAQUEL NEWMAN TRUST	Grant period: 11/20/97 - unstated	10,000.00
TOTAL INCOME		1,035,000.00

EXPENSE

	USAID	OSI	MacArthur	Mertz-Gilmore	Newman	TOTAL
DIRECT LABOR-REG	16,423.53	8,923.84	-	189.39		25,536.76
DIRECT LABOR -FIELD	57,656.79			2,500.00		60,156.79
TOTAL LABOR COST	74,080.32	8,923.84	-	2,689.39		85,693.55
CONSULTANTS	31,790.63	13,813.63	6,446.20	13,675.19		65,725.65
ALLOWANCES	29,096.90			2,494.61		31,591.51
TRAVEL,TRANS,PERDIEM	44,780.02	7,861.14	482	0.00		53,123.16
SUPPLIES	4,463.47	2,801.76	87.37	0.00		7,352.60
FURNITURE & EQUIPMNT	51,732.64	67,322.54	4,596.00	18,000.00		141,651.18
OTHER DIRECT COSTS	11,737.55	5,118.87	15,973.93	2,825.52		35,655.87
SUBGRANT TO INT MIDDLE EAST	158,360.08	33,000.44	8,408.00	11,935.39	9,454.00	221,157.91
SUBGRANT TO IMM/AL QUDS	167,092.93	30,192.73	7,548.00	9,878.34		214,712.00
TOTAL OTHER DIR.COST	499,054.22	160,111.11	43,541.50	58,809.05	9,454.00	770,969.88
FRINGE-REGULAR*	46.19% 7,456.02	4,088.76	0	87.48	0	11,632.26
FRINGE-FIELD*	29.49% 16,996.55	0	0	737.25	0	17,733.80
PROJECT SUPPORT*	33.88% 42,854.71	8,845.50	2,183.97	5,823.74	0	59,707.92
GENERAL & ADMIN*	9.80% 63,481.16	17,960.07	4,481.33	6,678.40	926.49	93,527.45
TOTAL INDIRECT EXP.	130,788.44	30,894.33	6,665.30	13,326.87	926.49	182,601.43
TOTAL EXPENSES	703,922.98	199,929.28	50,206.80	74,825.31	10,380.49	1,039,264.86
INCOME LESS EXPENSE (NET GRANT OVERRUN)						(4,264.86)

* indirect rates listed are actual rates for 1998; actual rates for 1997 were slightly different.